

**CRITICAL SUCCESS FACTOR FOR COMMUNITY BENEFITING
THROUGH TOURISM (CBtT) IN CULTURAL HERITAGE TOURISM**

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THROUGH TOURISM (CBtT) IN CULTURAL HERITAGE TOURISM**

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A thesis submitted in fulfillment of the
requirements for the award of the degree of
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To My Beloved Family;
Abd. Rachni (alm), Suniaty Kad,
Lin Yola, Windi Wiguna, Navaro, and Danish Naufal

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ABSTRACT

Community-Based Tourism (CBT) is a tool to improve the quality of life of the rural community by creating direct employment opportunities as well as increasing income levels and consequently reducing the level of poverty in the rural areas. After a few decades, variants of CBT are formed to advocate sustainability in rural tourism industry such as Community Benefiting through Tourism (CBtT). By understanding CBtT concept will lead to a different perspective of Community-Based Tourism. The purpose of this study is to examine the implementation of CBtT on selected projects in Indonesia to initiate into the critical success factor of CBtT, especially in cultural heritage tourism. The case study focused on Saung Angklung Udjo, a successful CBT project which preserving Sundanese culture in Bandung, Indonesia. Saung Angklung Udjo is an art centre which has been proven to give the contribution to society. By applying qualitative research methodology with interview and observation method, this research explains how community gain benefits from tourism. The results show that there is a relationship between social, economic, and environmental dimensions in development of Community Benefiting through Tourism (CBtT). Besides, eight factors have been identified as success factors of CBtT in Saung Angklung Udjo, and one factor as new finding factor. Meanwhile, five factors were addressed as significant success factors for creating CBtT. These findings suggested recommendation to all tourism stakeholders to strategies community-oriented tourism project which gives benefit to the community.

ABSTRAK

Pelancongan Berasaskan Komuniti (*Community Based Tourism*) adalah alat untuk meningkatkan kualiti hidup masyarakat luar bandar dengan mewujudkan peluang pekerjaan di kawasan luar bandar. Selepas beberapa dekad, varian Pelancongan Berasaskan Komuniti dibentuk untuk menyokong kelestarian industri pelancongan luar bandar sebagai *Community Benefiting through Tourism*. Dengan memahami konsep pelancongan tersebut akan membawa kepada perspektif yang lain kepada Pelancongan Berasaskan Komuniti. Tujuan kajian ini adalah untuk membawa kejayaan kepada *Community Benefiting through Tourism*. Kajian kes ini difokuskan pada Saung Angklung Udjo, sebuah projek Pelancongan Berasaskan Komuniti yang berjaya yang memelihara budaya Sunda di Bandung, Indonesia, terutamanya di pelancongan kebudayaan bersejarah. Saung Angklung Udjo adalah pusat seni yang telah terbukti memberikan sumbangan kepada komuniti. Dengan menggunakan metodologi penyelidikan kualitatif dengan kaedah wawancara dan pemerhatian, kajian ini menerangkan bagaimana masyarakat mendapat manfaat daripada pelancongan. Keputusan menunjukkan bahawa terdapat hubungan antara dimensi sosial, ekonomi, dan alam sekitar dalam pembangunan *Community Benefiting through Tourism*. Selain itu, delapan faktor telah dikenalpasti sebagai faktor kejayaan *Community Benefiting through Tourism* di Saung Angklung Udjo, dengan tambahan satu faktor temuan baru. Sementara itu, lima faktor ditangani sebagai faktor kejayaan yang ketara untuk *Community Benefiting through Tourism*. Penemuan ini memberikan cadangan kepada semua pihak berkepentingan dalam pelancongan untuk mendapatkan strategi bagi pelancongan yang memberikan manfaat kepada komuniti.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This thesis looks at community development, particularly in term of community-oriented tourism in Indonesia. This chapter provides an introduction, general background of the research area, significance and rationale of the research, also overview of community-oriented tourism. Moreover, research problem and research objective are identified and followed by research question. At the end of the chapter, the research framework and research approach are outlined.

1.2 Background of Research Area

Tourism is often criticised for the dominance of business by the outsiders while hosts with minimum skills usually get low-end jobs. As a result, the local feels alienated in their villages without any economic benefits flowing to them from the new developments and traditional systems disintegrating.

It is not until the 1980s when the idea of Sustainable Tourism Development has arisen. Then, World Tourism Organization suggested that sustainability should

be followed by community-based, giving full and fair participation to local people throughout the planning and development process.

During the next decade, some studies and researchers look forward to the issues. Some tourism-related organisation around the world started to promote 'people' in the 'community' as the 'centre' or 'heart' of tourism development. Local residents are seen as a critical resource in sustaining the product of tourism destinations (Hardy, Beeton, & Pearson, 2002). For instance, the term community has found in a variety of public policies of Thailand since the late 1990s. The term has been used to describe features of social life regarding locality, ethnicity, religion, occupation, or more policy-oriented frameworks, such as "community development," "community consciousness," "community participation," and so forth.

Furthermore, the principle of community concerning has turned into a positive approach for society itself, for example "community tourism." This form has emphasised the way in which host communities are allowed to break away from the hegemonic grasp of tour operators and assert their rights to manage and benefit from natural, cultural and other resources (Ortanavanit, 2009). Within the next period, the range of terminologies has used in the study such as the emergence of pro-poor tourism, Community Based Tourism, ecotourism etc. that set to benefit the local communities through tourism (Ching, Hamzah, & Khalifah, 2010).

The community-oriented approach is a widely accepted theory (Gunn, 1994; Inskip, 1994 as cited in Malek & Costa, 2015) that facilitates the implementation of principles of sustainable development by distributing local control of development, consensus-based decision-making and proper flow of benefits to all those affected (Tosun, 2006). Frameworks have also been developed to extend the approach of community participation in tourism development, which can be used to assist in deciding on appropriate plan for enhancing community involvement (Okazaki, 2008), for example, Community-Based Tourism (CBT). This initiative has been offered as an alternate to solve the problem where community play a central role in determining the form and process of tourism development (Timothy, 2002). As it incorporates the ideas of participation, empowerment and the importance of the

social, rather than just economic or environmental aspects to development (Sofield, 2003).

A glance through the literature has described a variety of potential challenges faced by the concept of Community-Based Tourism. To cope with such problems, scholars have proposed a range of alternative frameworks. “The Community Benefit Tourism Initiative” developed by Simpson (2008), for example, is a framework that focuses on the transformation of benefits to a community regardless of size, location, wealth level, participation, involvement, ownership or control (Iorio & Wall, 2012). In this case, if Community-Based Tourism centres on the question of ownership, management and/or control of tourism projects (Blackstock, 2005), this is not the case for a CBTI. In CBTI, to distribute benefits to a community, the tourism initiative need not always involve the community in any rights, tenure or control of the project.

Another effort was also made by Honggang, Sofield, and Jigang (2009 as cited in Kontogeorgopoulos, Churyen, & Duangsaeng, 2014) argue that CBT, defined alternatively as “Communities Benefiting through Tourism (CBtT).” By concerning to community, the initiative tries to improve quality of life by giving benefits to community through tourism.

The phenomenon above shows the current trend of the tourism industry is bringing the community into consideration in development. Furthermore, this study will explore the concept of community-oriented in tourism industry especially Community Benefiting through Tourism.

1.3 Significance and Rationale of the Research

Involving local community in development is necessary due to some reasons that have been well discussed and rehearsed in tourism literature. For example, Cole (2006) clarified that tourism as a service-based industry is widely dependent on the

support and co-operation of host communities. Dogra and Gupta (2012) also believe that in the tourism development context, community acts as a backbone of a destination. Oni (2015) states the benefits of community involvement such as stimulating community action to achieve any large-scale success, cost reduction, fully understanding of community situation through indigenous knowledge and expertise, and solving the problem in the right way.

Moreover, there are many studies related to community-oriented tourism. In recent years, many of research which focus on Community-Based Tourism have done (for example Goodwin & Santilli, 2009; Hamzah & Khalifah, 2009; Nair & Hamzah, 2015). However, there are limited studies available in the area of Community Benefiting through Tourism (CBtT), whereas, Halim (2014) states that CBtT is related to poverty alleviation which is one of primary goal of tourism development especially in developing countries.

On the other hand, research has found that the identification of critical success factors can lead to many benefits. These benefits include various aspect such as the efficient allocation of resources, positioning, increased success, quality management, satisfied customers, enhanced visitor experience, increased revenue, sustainability, and competitive advantage (Lin & Fu, 2012; Freeman & Thomlinson, 2014; Fernandes, 2015; Singh & Hsiung, 2016). Further identifying critical success factors is indeed a popular field of study within the tourism industry.

This study will address the issue to understand the concept of Community Benefiting through Tourism, as an alternative framework of Community-Based Tourism. Besides, this study attempts to analyse the success factors from a selected case study of CBtT in Indonesia.

1.4 Understanding Key Areas of the Research

The critical areas of this research are community development and Community Benefiting through Tourism, which will be explained more in chapter 2.

1) Community Development

Community development is a process conducted by community members. It is a process where local people cannot only create more jobs, income and infrastructure but also help their community become fundamentally better able to manage change.

In tourism, Beeton (2006) clarifies that as tourism relies on visiting places and people, it cannot exist outside a community. Therefore, both tourism and the communities it is in must be viewed simultaneously – any change to one will affect the other. Consequently, tourism is one of the most significant communities development tools, particularly in marginal or peripheral communities such as indigenous, remote and rural communities.

The “concrete” benefits of community development, such as employment and infrastructure, come through local people changing attitudes, mobilising existing skills, improving networks, thinking differently about problems, and using community assets in new ways. Community development improves the situation of a community, not just economically, but also as a strong functioning community in itself. (Cavaye, 2012)

2) Community Benefiting through Tourism

Community Benefiting through Tourism appear as a concept for affecting the community can benefit from tourism. Simpson (2008) concludes the benefits of tourism to community fall into four broad categories; economic, environmental, socio-cultural, and building of skills and influence. By understanding this concept will lead to a different perspective of community-oriented tourism.

1.5 Overview of Community-Oriented Tourism in Indonesia

Tourism in Indonesia is an essential component of the Indonesian economy as well as a significant source of its foreign exchange revenues. The vast country of sprawling archipelago has much to offer, from natural beauty, a historical heritage to cultural diversity. The tourism sector ranked as the 4th largest among goods and services export sectors.

According to Indonesian Tourism Statistic, international tourist arrival to Indonesia in 2016 reached 11.5 million is a growth of 10.5% from 10.4 million in 2015. Even, tourist arrival has been rose in 2017 which calculated from May to June reached 910,931 persons in June is a growth of 16.17% from 784,155 persons in May. By 2019, the Indonesian government wants to attract 20 million visitors a year. This data shows that tourist arrival in Indonesia is increasing significantly year by year.

In line with the economic growth, the increase of tourism activity is supported by the rise of per capita expenses. Furthermore, IT development and transportation cause the growth of accessibility of tourism in the destination. The specific numbers of the increase in the tourism industry are also followed by the increment of quality demand and various tourism activities, including community development in the tourism destination. (Sutawa, 2012).

Thus, efforts in increasing the advantages of tourism development for the local community in the area have been severely taken care. Some programs have done such as the development of village tourism. Village Tourism is a form that integrated between attraction, accommodation and other supporting facilities in the ambience of village's live, with consistent keeping ethical and traditions of the village (Nuryanti 1993 as cited in Sutawa, 2012). This model is in line with the four-track strategy that is programmed by President Soesilo Bambang Yudhoyono, especially in components of pro-poor, pro-job, pro-growth and pro-environment. Development of this village tourism has been started since the year 1992, and more stressing in the year 2006, with developing village tourism in some provinces in

Indonesia. According to Ministry of Culture and Tourism, in the year 2009, there were 104 villages developed as tourism villages, in year the 2010 established another 200 tourism villages.

To support the development of village tourism, in 2009 the Ministry formed a special directorate on community empowerment. Most recently, in 2010 the Ministry launched its national program of community empowerment (*Program Nasional Pembangunan Pemberdayaan Masyarakat (PNPM) Mandiri Pariwisata*). This program aims to develop 2000 tourism villages throughout Indonesia, by providing grant funding for villages. The program has generated some merits and success stories, but many times its implementation faces considerable challenges, especially when its project procurement approach meets community participation dynamics. It requires villages to submit a project plan or request to be funded or constructed by the government. However, often there is insufficient facilitation (regarding time and content) for villages to make such plan. Although project activities would be selected by an inter-village board meeting, the decision would rely much on what the meeting considers as necessary for the village. In many cases, the intervention focused on a short physical improvement project, rather than stimulating long-term development.

On the other hand, the concept of Community-Based Tourism was introduced in Indonesia in 1995, when the *Pariwisata Inti Rakyat (PIR)* program was launched by the Ministry of Tourism (Suhandi & Simatupang, 2013). The term “pariwisata inti rakyat” can be translated as community-based tourism. This concept underlines the role and participation of rural communities as both the actor and beneficiary of tourism activities. However, regardless its holistic objective, the concept was slowly implemented; mainly due to lack of understanding of participatory tourism development.

At the same time, the concept of *ecotourism* was introduced and implemented by Non-Government Organizations (NGOs). NGOs like Indecon (*Indonesia Ecotourism Network*) built in 1995 and MEI (*Masyarakat Ekowisata Indonesia*) established in 1996, started to actively introduce ecotourism as one of the options to improve community welfare as well as to contribute to nature conservation and

cultural preservation. Indecon and other tourism stakeholders agreed that ecotourism development in Indonesia should not only be rooted in nature, but should also emphasise community involvement in developing the village, community empowerment, as well as local economic growth at rural areas. Therefore, in one way or another, ecotourism is perceived as the front-runner to promote community-based tourism in Indonesia.

Considering these recent developments, the Indonesian Ministry of Tourism and Creative Economy has issued several policies and programs to increase the involvement of local community in tourism development. Law No 10/2009 on Tourism has outlined the importance of community empowerment as one of the principles for tourism development in Indonesia. Article 17, for instance, has obliged both national and local government to protect micro, small, medium enterprises and cooperatives in tourism; mainly by facilitating partnerships and making assurance policy. Moreover, article 25 obliged tourism businesses to establish a mutually beneficial connection with local micro and small enterprises and cooperatives.

1.6 Statement of the Problem

Community-oriented tourism signifies a departure from the conventional tourism planning and management approaches to put local communities at the epicentre of tourism product development and distribution chain. In the past tourism has been widely accepted as an economic sector that has potential to grow the national economies by including poor people as beneficiaries in this growth through working in the industry as cheap sources of labour for the vast tourism conglomerates.

However, Hampton (2005) noted that although local communities are custodians of tourism attractions in some cases they are not always involved in decisions about their heritage and cultural sites nor they receive any meaningful benefits from tourism development. Sofield (2011) also argues that achievements in

community-based tourism enterprises have often been disappointing. The strong pro-poor impact is not automatic; the ‘trickle-down effect’ may have little impact on the poorest and most vulnerable members of a community. Regarding the organisation, Hamzah (2014) found that the leadership and organisational capacity is required to successfully operating a community-based tourism project. For example, while formal leaders, such as the village headman, are competent in overseeing a community’s cohesion and welfare based in traditional knowledge systems, they might not have the capacity to lead a tourism business.

Therefore, to encompass many more impoverished communities with a range of tourism, expand concept from the conventional approach of CBT (Community Based Tourism) to CBtT – Communities Benefitting through Tourism are needed (Sofield, 2011).

Based on the issues above, this study provides a comprehensive understanding of CBtT and analysis of the relevant factors contributing to CBtT success.

1.7 Research Objective

The research objectives of this study are:

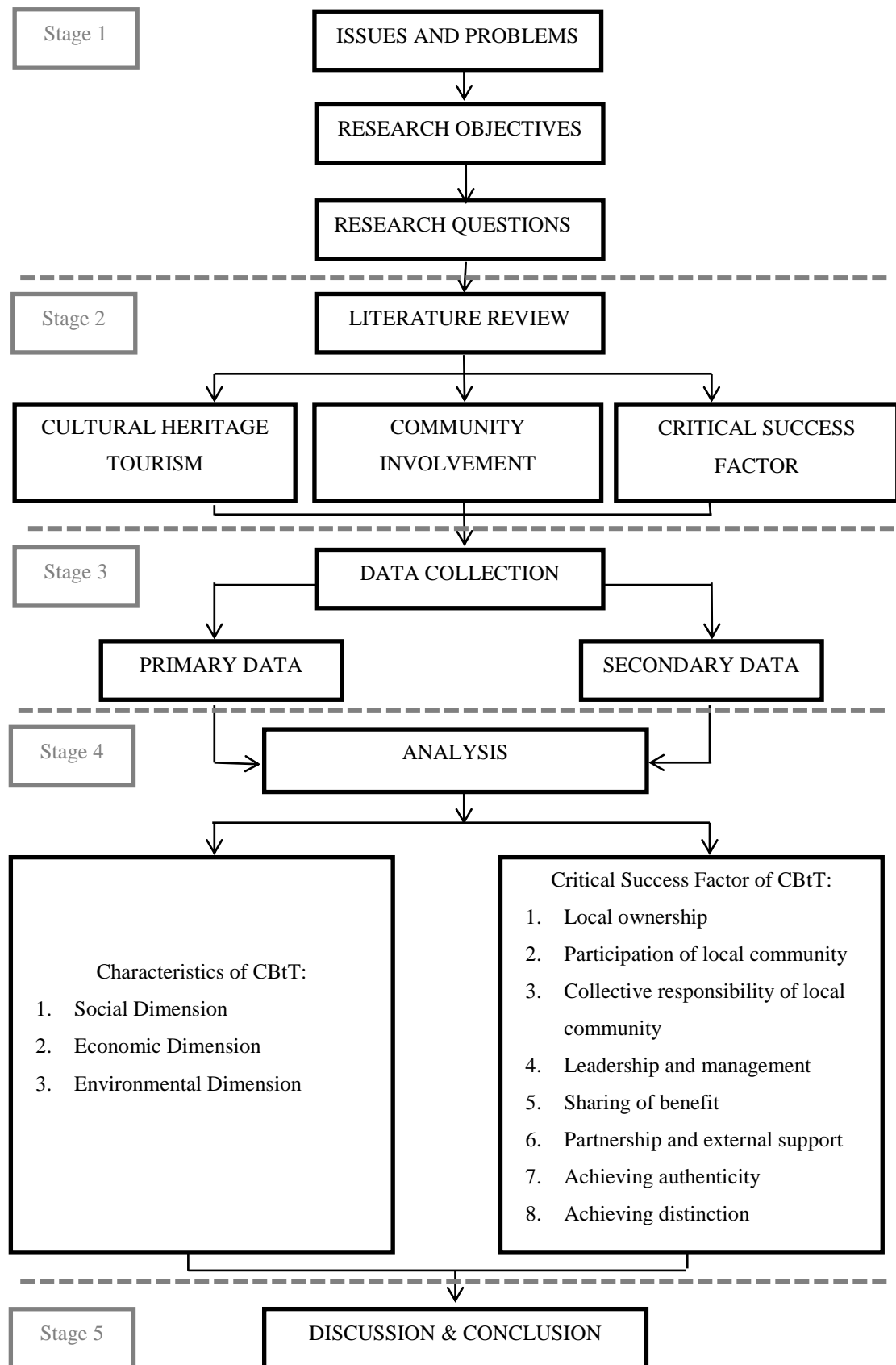
- 1) To identify the characteristics of Community Benefiting through Tourism (CBtT).
- 2) To analyze the success factors of Community Benefiting through Tourism (CBtT).
- 3) To determine the critical success factors for creating Community Benefiting through Tourism (CBtT) in cultural heritage tourism.

1.8 Research Question

The research questions of this study are:

- 1) What are the characteristics of Community Benefiting through Tourism (CBtT)?
- 2) What are the success factors of Community Benefiting through Tourism (CBtT)?
- 3) What are the critical success factors for creating Community Benefiting through Tourism (CBtT) in cultural heritage tourism?

1.9 Research Framework



1.10 Research Approach

Stage 1& 2 – Desk Study

The desk study in stage 1 contains identification of issues and problem of the research. After that, formulation of the research questions and objectives are based on the problem and what to reach from the research. Then, in stage 2 involved a review of:

- Literature related to community empowerment, community-oriented tourism, and Community Benefiting through Tourism.
- Relevant government policies.
- Data were based on secondary sources such as a report, publications and previous documents.

Stage 3 – Data Collection

Stage 3 is data collection, and the research instruments that were applied are as follows:

Primary data

The nature of this research is qualitative research which considers being appropriate. Primary data will be collected from in-depth structured interviews with local community and relevant stakeholder. Fieldwork will be conducted between October-December 2017.

Secondary data

- i. Journal/Book/Article
 - Definition
 - Conceptualization
 - Case Study
- ii. Online reading

Stage 4 – Analysis

The analysis was carried out using thematic analysis to analyse the data to describe critical success factor element. The results of the anstudy will provide the data for next stage.

Stage 5 – Findings and synthesis process

The final stage consists of synthesising the findings during the study to answer the research questions.

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